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of Engineers

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DIRECTORATE OF CIVIL WORKS &
DIRECTORATE OF MILITARY PROGRAMS

ENGINEERING & CONSTRUCTION NEWS

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PLEASE CONTACT DENISE MASSIHL, CEMP-EC, 202-761-1380 OR CHARLES PEARRE, CECW-EP, 202-761-4531

DWIGHT-S NOTES

I'm very pleased with the positive response we have received for the first issue of the joint Civil Works/Military Programs E&C Newsletter. Carl Enson and I are committed to providing you a single voice from headquarters on engineering and construction issues.

The pre and post-holiday periods have been unusually busy and productive. The Chief has been conducting an exhaustive "bottom-up" review of headquarters resources to build more discipline into the process by which our resources are planned, programmed, and expended. We have finished the first phase and are now poised to apply this system to the ongoing reshaping of the headquarters. Expect to see a new initiative this FY to examine the role of HQUSACE and other Corps elements under the Business Process strategic management focus area (See Steve Reynolds enclosed article).

In the last issue I identified the pressing needs to revitalize partnering and to champion a "rebirth" of engineering excellence. Carl and I are pursuing this agenda vigorously. We just completed a very successful meeting with the Associated General Contractors (AGC) during which we developed a proposed two-pronged partnering strategy. This strategy, to be briefed at the 17 February USACE Board of Directors meeting, will strengthen partnering at the project level and build strategic commitment to the long term health of the engineering and construction industry through a process I call "Alliancing". Once we roll this out to the field, the Corps will need your dedication to these endeavors if we are to be successful. You can begin today by committing yourself to the project partnering process at every opportunity and work towards long-term goals with AGC, ACEC and other industry and professional organizations. Jeff Krull has more on this exciting development in his E&C article.

Carl and I are also pursuing the engineering excellence agenda together. We recently met with some private sector firms to seek advice on how they develop their workforce and keep their firms professionally strong. We are being encouraged to invest time and energy to grooming professional "icons". Icons are the personification of the Corps engineering and scientific ethic. They are the best of our best, respected by their peers in industry and professional organizations. We have many such icons, but I doubt we value them or "deploy" them as effectively as we can to enhance the Corps image, its "brand-name". I have witnessed first hand in my duties as a National Account Manager for several federal agencies how the Corps strong professional reputation has opened doors for us to work collaboratively on some visionary projects and

DWIGHT'S NOTES (CONTINUED)

programs. We cannot lose this reputation. As time goes on Carl and I will be consulting with you through formal and informal means to stay attuned to your needs and to promote this strategic objective.

For now, please keep us involved through email or through contributions to this newsletter. We would be delighted to publish some "letters to the editor".

CARL'S NOTES

During February we have the opportunity to showcase our profession as we celebrate National Engineer's Week. Dwight Beranek and I encourage engineers at all levels of the organization to participate in your local Engineer Week activities. This could be as simple as sharing your knowledge about the Corps and the profession with the community, other organizations, or students in your neighborhood. Here in the Washington area we have several events planned including participation in the National Society of Professional Engineers recognition of the Federal Engineer of the Year. At that event we will honor the Corps own COL William Conner, P.E., and Mr. George L. Sills, P.E., both from the Mississippi Valley Division. For additional information on Engineer Week, read Hari Singh's article and look up the Engineer Week page [<http://www.eweek.org/>] on the Internet.

Speaking of recognition, I would be remiss if I did not acknowledge that Charles Pearre (Civil Works Engineering's heavy contributor to these notes) was awarded the SAME Washington, DC, Post's annual award for Outstanding Contributions to the Engineering Profession for his work on the Corps Dam Safety Program.

In an earlier issue of our Notes I reported on HQ's Strategic Planning. The tempo of that effort is increasing exponentially as every General Officer and SES is now actively engaged in our effort, in addition to MSC and district participants. At ENFORCE in April we will role out plans for the five Focus areas as well as a first cut at revised CMR indicators. To guide our strategic management we are also developing a picture of the Corps in 2020. Account Executives at HQ are actively engaged in working their respective agencies. We have significant activity with HUD, EPA, DOT, NASA and USDA. Bottomline, there is a great deal of momentum in operationalizing our Vision of the "Worlds Premier Engineering Organization." Each of you can help by telling the Corps story and by being active professionally and in our communities.

The first quarter results for private sector contracting, design completions, and construction contract awards look good and indicate that we are well on our way to a successful year based on these indicators alone. However, when we look at scheduled expenditures for FY99 as compared to funds available, we are going to significantly under perform especially in General Investigation (GI) and Construction General (CG). For example, of the \$1.2B available in CG, only \$860M is scheduled for expenditure this FY. The program we are being asked to execute was based on commitments we made to the Congress and if we do not keep our promises, our program rather than growing will begin to deteriorate. Engineering and Construction elements are significant contributors to, and integral members of, the project

CARL'S NOTES (CONTINUED)

delivery process. I encourage you to explore options corporately for executing this year's program.

When Dwight and I combined our newsletters in December, we had planned for the Notes to be published each month. Workload and leave usage around the holidays caused our January issue to be delayed. Since this phenomenon seems to occur each year, Dwight and I decided on publishing 11 issues annually with a combined December-January issue.

I would like to join Dwight in thanking you for your positive response to our joint newsletter. The purpose is to serve you with timely and relevant information that cuts across both organizations.

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FOCUS ON PARTNERING

Officials from the Associated General Contractors of America (AGC) and the U.S. Army Corps of Engineers met for a two-day facilitated workshop on 13 and 14 Jan 1999, to find a means to revitalize construction Partnering in the Corps and the Construction Industry. The ultimate goal of the session was to outline strategies in that regard which could be implemented, upon approval by the respective organizations. Two strategies developed from the workshop. First, in order to reinvigorate the practice of construction partnering, and the use of partnering principles, several initiatives were suggested to accomplish this goal. Most importantly, lessons learned during the past ten years of partnering would be distributed through the updating of instructional pamphlets on the subject, joint training by the Corps and the AGC, and the identification/development of organizational champions to promote the use of the process. The purpose is to provide for a better understanding of partnering and its benefits. In addition, partnering should be applied during all phases of project development, and its use in planning, design, and contracting will also be included in the plan. The second major recommended thrust is even more far reaching. The Corps and the AGC will form an alliance to promote the U.S. construction industry both domestically and internationally as devotees to the practice of partnering. Several key entities will be invited to join this alliance, including other construction associations, the architect-engineer community, educational institutions, and other Federal agencies. The workshop participants felt that if these two vectors were pursued, it would advance partnering into the next century, and yield benefits throughout the engineering and construction industry.

POC: JEFF KRULL, CEMP-EC, 202-761-1443

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MISSISSIPPI RIVER PARTNERING MEETINGS

Members of the Water Control Branch, Lakes and Rivers Division, Mississippi Valley Division, and HQUSACE have recently conducted partnering meetings with the National Weather Service River Forecast Centers regional and national headquarters personnel, and with the U.S. Geological Survey state, regional, and national personnel. These individuals are responsible for the hydraulic, hydrologic, and meteorological data collection, assimilation, dissemination, and river forecasting of hydrologic events throughout the watershed of the Mississippi River drainage basin. With the 1997 division realignment, the Division now has flood control and navigation responsibility on the Mississippi River from the headwaters to the Gulf of Mexico. Previous meetings had involved individual offices, but this was the first time that representatives from throughout the basin-wide area of responsibility were assembled together.

MISSISSIPPI RIVER PARTNERING MEETINGS (CONTINUED)

The information collected and generated by these groups are essential for the operation, maintenance, and planning of existing and future projects throughout the Division. Whether it is either a flood or drought event, it is this group of dedicated professionals that provides the vital information necessary for the evaluation and planning of required future and real time operations. With the Corps of Engineers being the preeminent Water Resources agency within the United States, it is essential that the combined efforts of these federal agencies be well coordinated.

A multitude of topics was discussed, with primary emphasis placed upon information dissemination, coordination of resources, regional consistency, and optimum utilization of funds allocated to the budgets of the respective agencies. With advances in computer technology, real-time or near real-time information of stage, discharge, and stage/discharge relationships are being utilized throughout the group to keep their "customers" and counterparts updated on current changes in conditions. This would allow for more accurate river forecasts and have a bearing upon future responses during hydrologic events.

A major concern of all participants was the ability to maintain the desired level of services to all of our "customers" while staying within the current budgetary constraints placed upon us. Many non-federal cooperators are currently involved in the support of our data collection activities. It has become apparent that in the near future, additional sources of funding will be required, either from higher levels of funding by non-federal cooperators or higher federal appropriations, if current level of coverage and services is to be maintained. Water data collection and forecasting groups, additional private sector entities, and local, state, and federal government agencies, which utilize the "products" produced, will be canvassed in an effort to gain additional support.

POC: BOB RENTSCHLER, CEMVD-ET-EW, 601-634-5711

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Y2K WORKSHOP

The Construction Industry Institute (CII) sponsored a Y2K workshop on 13 Jan in Austin, Texas to focus on potential Y2K problems as they relate to construction projects and existing facilities. The workshop was a forum for building owners, contractors, and suppliers to share concerns and action plans. Bob Fite was a panelist on the subject "What do Owners expect and what are they doing?" and gave a brief talk on what the Corps of Engineers has done to assure Y2K compliance on new and existing projects, and what we expect from our contractors. There was considerable interest regarding existing contracts that do not contain Y2K compliance language and what, if any, corrective action will be taken. It was explained that the districts are determining which contracts need to be modified, and then we will explore the best way to accomplish the required modifications. Most of the other panelists represented large international companies and construction contractors, and they are approaching the Y2K problem as a business process that it is just another capital project upgrade that must be accomplished. They have allocated adequate resources and funding to get the job done by 1 January 2000.

Y2K WORKSHOP (CONTINUED)

Perhaps the most significant conclusion was that systems are going to fail no matter how well we prepare, and that we can expect multiple, simultaneous failures, and therefore one of the most important aspects of Y2K preparation is contingency planning. The current thinking is that Y2K will have the same effect as a major storm such as a hurricane or tornado. There will be widespread disruptions, but most services will be reestablished within a week or two. The experts are predicting that most services will be restored within 72 hours, and that 70% will be restored within 48 hours.

POC: BOB FITE, CEMP-ET, 202-761-8626

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WORLDWIDE ENERGY CONFERENCE

The Defense Energy Support Center hosted a worldwide energy conference and show 25 - 29 January at the Hyatt Crystal City Hotel, Arlington VA. Over 750 participants from DoD activities and civilian agencies attended. There were 120 exhibitors and 50 workshops on a variety of topics including utility system privatization, fuel storage and dispensing systems, GIS, environmental cleanup and remediation, sustainable design, and energy savings performance contracting. There was no charge for attending either the conference or show. Additional information and advance registration is available through the Defense Energy Support Center home page at <http://www.desc.dla.mil>. Representatives from USACE headquarters also attended.

ASHRAE CONFERENCE

The American Society of Heating Refrigeration and Air Conditioning Engineers (ASHRAE) Winter Annual Meeting was held 23 - 27 January at the Palmer House Hotel, Chicago Illinois. Although representatives from USACE headquarters did not attend due to a conflict with the DESC sponsored Worldwide Energy Conference, the Corps was represented by personnel from the Construction Engineering Research Laboratory (CERL). These Corps representatives not only participated in the conference and trade show, but were also very active in many of the technical committees. The exchange of information among experienced engineering experts at these meetings not only supports our research and technology transfer activities, but also is often the basis for improvements and updates to Corps guidance and design procedures.

POC: JOE MCCARTY, CEMP-ET, 202-671-8619

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OMEGA SPRINKLER RECALL

On October 14, 1998, the U.S. Consumer Product Safety Commission (CPSC) won a court decision to recall all Omega sprinklers manufactured by Central Sprinkler Corporation. Approximately 8.4 million Omega sprinklers have been manufactured since 1982. As part of the settlement agreement, Central has asked Underwriter's Laboratories to withdraw its listing for all Omega brand fire sprinklers. CPSC alleged that, on average, between 30% and 40% of the sprinklers removed for testing failed to activate as they should. In some buildings, all tested sprinklers failed to activate. CPSC is warning consumers that they are at risk and should have these sprinklers replaced as soon as possible.

In existing buildings, the DPW (or his representative) or the user should survey sprinkler systems to determine if Omega sprinklers are present. Most Omega models can be identified by three flat round disks stacked one above the other with a small space between each disk. Central will send users a packet of information to help them identify the Omega sprinklers. Users can obtain this information by calling the Omega Sprinkler Recall Hotline at (800) 896-5685, or from their website, www.omegarecall.com. If found, contact Central Sprinkler Corporation as soon as possible.

Central is offering consumers free replacement sprinklers and reimbursement for removal and replacement. Contact Central by calling the Omega Sprinkler Recall Hotline or making contact at the website listed above. To obtain any monetary reimbursement for installation costs, submit proof of claim and release to Central, postmarked by August 1, 1999. For new construction, the sprinkler guide specifications were modified in May 1998 to prohibit the Omega-style sprinklers. EIRS Bulletin 98-4, *Update on Omega Sprinklers*, provides more detailed guidance on this subject.

POC: ROBERT DIANGELO, CEMP-ET, 202-761-4803

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HAMMER AWARD PRESENTATION

General Ballard presented the Hammer Award to the Tri-Service CADD/GIS Technology Center Initiative Team on 17 December. The team consists of members of the Executive Steering Group (ESG), the Executive Working Group (EWG), the Field Technical Advisory Group (FTAG), and Center personnel who execute the Center program each year. General Ballard presented seven plaques to the current members of the ESG and the Director of ITL. The Center's major achievement is the standardization of the processes for developing and utilizing CADD and GIS drawings and data base information to help realize potential savings from the use of these automation technologies. The principal standards products developed by the Center are the A/E/C CADD, GIS/Spatial Data, and Facility Management Standards. The full implementation of these standards will result in the reinvention of the facilities' life-cycle process, from project planning through design, construction, operations, and maintenance to final disposal. These standard products will enable effective utilization of the rapidly developing

HAMMER AWARD PRESENTATION (CONTINUED)

automated technology, and help move towards a virtual office scenario for all DoD services in the future. The team members have made exceptional progress in putting aside the individual differences in methodologies and preferences to achieve progress for a shared benefit. The Center exemplifies the global and national vision of centralizing the development of agency products thereby eliminating potential duplication, and conducting business in a "paperless society". Few have actually had the expertise and determination to make that vision into a reality.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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DAM SAFETY TECHNICAL SEMINAR

The sixth Interagency Committee on Dam Safety (ICODS) Technical Seminar will be held at the National Emergency Training Center in Emmitsburg, Maryland, on February 17-19, 1999. The subject of the seminar is Piping and Seepage Associated With Conduits Through Embankment Dams.

ICODS, which consists of representatives from 10 Federal departments and agencies, examines dam safety issues at the national level and recommends policies that promulgate dam safety. ICODS presents one technical seminar each February.

The seminar will provide information on problems relating to conduits in embankment dams by presenting case histories, detection and monitoring methods, and remediation techniques. This problem is one of the most frequent in the dam industry.

Presentations will be made by Dr.'s J. Michael Duncan and James Mitchell using information collected at a workshop convened by the ICODS Subcommittee on Research and composed of selected worldwide experts. Recognized engineers in their field will make additional presentations.

Through presentations and conference materials, participants will gain an understanding of the latest information about this problem and methods of detection and remediation. These strategies are critically important as our Nation's hydraulic structures continue to age.

There will be no charge for registration, tuition, or textbooks. Partial funding for travel expenses will be available to most non-Federal participants. All reimbursements will be made according to the government travel standards. Campus housing will be provided at no cost to most non-Federal participants. Participants will be responsible for paying for their own meals in the campus-dining hall.

This annual seminar provides an excellent opportunity for additional technical training at a low cost. For additional information and to obtain a registration form see the seminar announcement on the FEMA web site at <http://www.fema.gov/emi/dsts.htm>.

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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STRATEGIC MANAGEMENT FOR THE FUTURE SUCCESS OF THE CORPS

Two years ago when LTG Joe N. Ballard became the 49th Chief of Engineers, he put development of a Corps-wide vision and the strategic planning needed to achieve it at the top of his agenda. He said, "We must do some serious long range thinking about the changing needs facing the Army and the nation as today's dynamic domestic and international trends unfold in the future." After soliciting input from inside and outside the Corps, he published our Corps-wide Strategic Vision brochure. This Strategic Vision defines the fundamental directions for the Command. From the outset he decided we needed a two-track approach to effectively address both short and long-term change. The first track (initiatives based) was aimed at quickly identifying initiatives we could begin right away. Headquarters and Division Campaign Plans, and District Operations Plans were the result of that first initiatives based track.

Once the first track was underway we started a second more deliberate effort to identify where the Corps needs to focus additional change efforts. Pursuing two tracks at once is not easy; it takes a substantial investment in time, money, and effort. However, it is something we cannot afford to ignore. For the Corps to continue to be the engineering agency of choice to our Nation in the next century we must continue to look out beyond our current initiatives and anticipate what changes will be needed next. The senior leaders of the Army are already looking beyond FORCE XXI to Army After Next (AAN). Similarly we must do some serious long range thinking about how the Corps needs to respond to the continually changing needs facing the Army and the nation.

The second track began with the work of the Scenario Based Strategic Planning (SBSP) workgroup. They did the research and analysis needed to construct a set of plausible yet divergent future world scenarios that USACE could face over the next 20-year horizon. They analyzed the potential impact of a set of different futures against a structured breakout of USACE activities (mission segments) to develop meaningful estimates of future strengths and weaknesses. This objectively derived list of future strengths and weaknesses is essential if we are to make informed decisions about how to build on our true core competencies. The work of the SBSP workgroup does not give us a crystal ball to predict the future. However, it will enable the Corps' senior leadership to arrive at better-informed decisions about how to position the Corps to exploit emerging opportunities and avoid emerging risks.

Both tracks have now merged and at an offsite meeting in December with all of his Headquarters GOs and SESs LTG Ballard approve the charter for a Strategic Management Board (SMB). The SMB will build on the work of the both tracks to integrate and institutionalize our ongoing strategic efforts. The SMB had its second offsite meeting in January. Working from our Corps-wide Vision and the research of the SBSP workgroup, the SMB is developing the strategic management processes that will guide the Corps of the future. In the end that is what the whole process is all about. How do we marshal the extraordinary talents and expertise of the people in the U.S. Army Corps of Engineers, an agency respected worldwide, to ensure that we can respond to the American people in the next century?

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MAINTAINING CORE COMPETENCIES

With the decline in military construction budgets, districts have been forced into deep staff cuts. We understand that in a Project Management organization we must look for more ways to utilize private sector resources to meet the Army facility management mission. USACE brings critical abilities to this process, which must be maintained in house. Three skills USACE provides are critical. (1) We provide the ability to listen to the customer's operational problem and translate it into a facilities concept, design program, or statement of work. (2) We know which disciplines and stakeholders must be brought together in teams to execute the concept. (3) We provide business processes and concerned persons to bring this concept to reality. The USACE Vision indicates how we should proceed.

Revolutionize Effectiveness (Align for Success, Satisfy the Customer, Build Team). Architects and Interior Designers provide conceptual skills in military design and Landscape Architects bring these skills to civil works. The ability to develop facility concepts, based on a corporate knowledge of how an installation and the Army operates, is not generally available by contract. It is the result of long-term working relationships. If we are to align for success, satisfy customers, and build a project delivery team, these skills must be available at the point where USACE meets its customers.

Seek Growth Opportunities (Serve the Army, Enhance Capabilities). We are doing more small projects, utilizing new contractual methods, and are doing more facility management related tasks. To serve the Army and enhance our capabilities we need to be able to bring form to a concept quickly and efficiently. Again, Architects and Interior Designers provide this service to the Army. Landscape Architects bring this vision to civil works projects.

Invest in People (Build Strategic Commitment, Reshape Culture). Our culture in USACE is changing, and every senior person must ensure that we will have committed professionals to provide the critical skills that make USACE a unique and needed organization. To maintain the ability to conceptualize military construction projects and develop appropriate scopes of work, a district needs architects, landscape architects, and interior designers. To maintain and grow this capability architects must work under the direct supervision of a registered architect to qualify for professional registration. Landscape Architects, Interior Designers, and Engineers have similar requirements. We need to assure that this training is available in our districts along with viable career paths that progress toward leadership positions in our organization.

POC: FRANK A. NORCROSS, R.A., IIDA, 202-761-0881

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JOINT ENVIRONMENTAL, ENGINEERING AND CONSTRUCTION CONFERENCE

The Director of Military Programs is sponsoring a *Joint Environmental, Engineering and Construction Conference* to be held at the *Regal Riverfront Hotel* in St. Louis, Missouri during the period of 22-26 March 1999. The theme of the conference is U.S. Army Corps of Engineers - *Gateway to the New Millennium*. In 1999 we will be combining MSC/Regional Headquarters and field functional elements at one conference location instead of holding individual, separate workshops or conferences on environmental, engineering, construction, architectural, interior design, and landscaping issues. Also, the joint conference will include a field trip to the recently constructed Mississippi Locks and Visitor's Center at St. Louis, Missouri. Hotel Reservations must be made by 21 February 1999 to assure that per diem rates are obtained. Register by calling 1-800-325-7353 and identifying yourself as a Corps of Engineers attendee for the *Environmental, Engineering & Construction Conference*.

POC: DENISE MASSIHI, CEMP-EC, 202-761-1380

ARCHITECT, INTERIOR DESIGNER, AND LANDSCAPE ARCHITECT WORKSHOP

As part of the conference described above, there will be a joint Architect, Interior Designer, and Landscape Architect Workshop. The goal of the Architects, Interior Designers and Landscape Architects joint workshop is to discuss and exchange new/current developments in architectural, interior design and landscape architectural technology, policies, issues related to the Military and Civil Works programs within USACE. The workshops will include both joint and separate functional area sessions to help achieve this goal. Some of the proposed topics are Career Development, Project Management Business Process, Sustainable Design, Whole Barracks Renewal Program, CADD/GIS, Technology - Communication via Web, Continuing Education, and Historic Preservation.

POC: STANLEY SWOFFORD, CEMP-ET, 202-761-0441

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2807 NOTIFICATION

10 U.S.C. 2807(b) requires notice to Congress 21 days before the award of an architect-engineer contract above a specified threshold for the design of a military construction or military family housing project. The FY99 National Defense Authorization Act (PL 105-261) increased the A-E contract threshold for 2807 notification from \$300,000 to \$500,000. The Assistant Chief of Staff for Installation Management makes this notification for Army projects, and HQ, Air Force makes notification for their projects. Hence, USACE districts are to assume that this notification has been made when they receive a design directive, unless otherwise stated in the directive. See DFARS 236.601 for additional guidance.

POC: DON EVICK, CEMP-EC, 202-761-1053.

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ARCHITECT-ENGINEER RESPONSIBILITY MANAGEMENT PROGRAM (AERMP)

We have received and analyzed the FY98 AERMP reports from all MSCs, which are required by Chapter 7 of ER 715-1-20, Architect-Engineer Contracting. The following observations are made:

- The total amount of A-E liability settlements received in FY98 was \$1,530,000, which is higher than the \$1,241,000 received in FY97. These funds were reinstated to the project if still active or to the customers' appropriations if still open.
- The final liability settlements negotiated with the A-E firms were about 47% of the computed damages, which is generally consistent with previous years.
- Not all districts are reporting investigation and recovery (I&R) costs as required by ER 715-1-20, although compliance is better than FY97. I&R costs are part of the total assessable damages and must be documented. Based on the data received from 11 districts on settled cases, about 4.7 cents in I&R effort was spent for each dollar of A-E damages (excluding I&R costs) pursued. This is a very effective use of funds.
- Not counting a very major case (\$8.7 million) which was initiated in the fourth quarter of FY98, the backlog of liability cases (and associated dollars) carried over into FY99 is significantly less than carried over into FY98. This is an encouraging trend, since we have an important responsibility to our customers to pursue A-E liability cases in a very timely manner.

Based on the FY98 reports and the above summary, MSCs and districts seem to be generally very aware of the requirements of the AERMP and are investigating and pursuing A-E liability in a conscientious and efficient manner. We encourage you to maintain this effort. The FY99 MSC AERMP reports are due to CEMP-EC by 30 November 1999. Districts are required to report quarterly to their MSC on the progress of each case.

POC: DON EVICK, CEMP-EC, 202-761-1053.

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ACASS/CCASS

Several items to bring everyone up to date with the latest changes in ACASS and CCASS programs, and The Contractor Appraisal Information Center (also known as the ACASS and CCASS Center or The Center).

Kem Morrow, long associated with both systems, has retired and will be missed. Her contributions to both programs have been numerous. Until her position is filled, you can contact Ruth Abney (503-808-4594) with questions that would have been directed to Kem. Ruth has been working closely with Kem for the last year and is well qualified to help you with any problems you may encounter.

With Y2K so close and on so many peoples' minds, The Center has been receiving numerous calls asking if ACASS and CCASS are compliant. The answer is "yes, both systems

ACASS/CCASS (CONTINUED)

are Y2K compliant". The software and hardware have been tested and passed.

Look for the Internet to be an alternative to the PC Program. Check out the options available at <http://www.nwp.usace.army.mil/ct/i/> (you will need your password for access). For technical support call the Contractor Appraisal Information Center at the following numbers:

SF254

(503) 808-4591

Performance Evaluations and General Information

(503) 808-4594

And finally, a note about SF254's: Do not forward the SF254s you receive with a SF255 to the Center unless requested by the firm to do so. You are under no obligation to send these, unless requested by a firm.

POC: DONNA SMIGEL, CEMP-EE, 202-761-0336

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WHOLE BUILDING DESIGN GUIDE

The Whole Building Design Guide (WBDG) is a Navy-sponsored web site that seeks to become a "single-point-of-entry" information resource to accessing and using building design criteria of all branches of the military and eventually of all Federal agencies. This information resource is planned to be an Internet based unified tri-service design support tool that uses a holistic or integrated design approach to building projects. It is conceived as a living document designed to assist various groups of users, such as programmers, designers, building contractors, maintenance personnel, etc. Of the six major building goals - Secure, Durable, Cost- Effective, Environmentally Sound, Productive and Aesthetic, only the Environmentally Sound segment has been fully developed at this time. The Corps of Engineers is participating in a beta testing of the WBDG, which recently was released on the Internet for review by selected tri-service evaluation team members. The evaluation team will use this design tool for programming and designing of MCA and MCF projects and comment on its various features.

POC: AMI GHOSH, CEMP-ET, 202-761-8603

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ALTERNATIVES TO CHEMICAL CLEANING

Alternatives to chemical cleaning of boilers and heat exchangers are being added to Corps criteria by the development of a new guide specification. Due to environmental concerns an increasing number of DPW's and municipalities prohibit the discharge of the waste solution from chemical cleaning. However, clean heat transfer surfaces of boilers and heat exchangers are essential to assure maximum thermal efficiency.

Current alternatives include high-pressure water, electric/pneumatic rotary cleaning and steel brush, or spring-loaded scale scraper on flexible shafts. Other methods that have been

ALTERNATIVES TO CHEMICAL CLEANING (CONTINUED)

successful in the field will be evaluated. The guide specification will also be helpful for O&M projects that include the cleaning of boilers and heat exchangers.

POC: TIMOTHY GORDON, PE, CEMP-ET, 202-761-1773

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CLEANING AND TESTING OF FUEL STORAGE TANKS

To evaluate the condition of vertical fuel storage tanks, it is typically necessary to first clean the tank, perform a visual inspection of the interior, and ultrasonically test to determine the thickness and condition of the steel in the tank floor. Presently this requires personnel to enter an empty tank resulting in a costly and complex preparatory effort including taking the tank out of service, removing fuel and ensuring that all fuel vapor is removed. A remote controlled hydraulically operated "robot" has recently been developed. The robot is used to clean tank interiors (a brush and vacuum system that cleans, filters and returns clean fuel), to perform visual inspection and to conduct ultrasonic thickness tests in a tank containing fuel. The costly preparatory efforts required for safe entry to the tank by maintenance personnel is eliminated. The robot has been used in over 40 tank inspections. In supporting our installation customers, the robot should be considered as a viable alternative to manually cleaning, inspecting and testing of aboveground vertical fuel storage tanks. For additional information on this service please contact the undersigned.

POC: DALE OTTERNESS, PE, CEMP-ET, 202-761-8621

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ESG MEETING

The first meeting of the Tri-Service CADD/GIS Technology Center Executive Steering Group (ESG) for FY99 was held 17 December 1998 in Washington, DC. Presentations were made by members of the Executive Working Group (EWG), the Field Technical Advisory Group (FTAG) chair, and Center personnel. Presentation topics included: Marketing Strategy, an Implementation Policy on Standards, the Status of the Budget, project Selection Criteria and the Balanced Scorecard, and the results of a Customer Survey. Special informational presentations were made by Justin Taylor (CEMP-EE) and Deke Smith (NAVFAC) on the Corps Integrated Project Delivery System and the International Alliance for Interoperability (IAI). ESG members discussed the need for strategic planning for the Center in light of changing conditions within the DoD. The customer base for Center products will be changing and needs to be expanded to include other Federal Agencies as well as private sector contractors who do work for DoD.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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SAC GROUP MEETING

The Corps of Engineers Senior Advisory CADD (SAC) Group held their first meeting for FY99 in Charleston, SC, 5 January. Discussions included the status of the eight Tri-Service CADD/GIS Technology Center (the Center) FY99 projects which were submitted by the Corps Field Advisory CADD (FAC) Group members; the need to develop Corps specific projects for the FY00 Center program; and the status of several FAC projects being accomplished outside the Center program. The SAC Group developed plans for the year ahead to further provide field input and perspective to Headquarters initiatives. A teleconference was held with the FAC Group chairs at the conclusion of the SAC Group meeting. Several FAC Group members have been working with Bentley Systems to use Bentley credits for Select subscribers within the Corps to develop a training program for the MicroStation Workspace, which will aid in the implementation of the Tri-Service A/E/C Standards. Other FAC members are working on defining the problems associated with translating files from MicroStation to AutoCAD and developing solutions to these problems. A third FAC Group effort involves solving a problem being experienced by some districts when using greyscale raster images in Electronic Bid Solicitations (EBS). Solutions to common Corps challenges are being developed by these dedicated CADD experts.

POC: JEAN MCGINN, CEMP-EE, 202-761-1052

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NORTHWESTERN DIVISION'S HYDROELECTRIC DESIGN CENTER IS FEDERAL HIGHWAY ADMINISTRATION'S TEAM OF CHOICE

When the Federal Highway Administration (FHWA) faced the prospect of moving a powerhouse that stood squarely in the way of building a new 24-km road in a remote part of southeastern Alaska, they launched a search for the best hydroelectric design expertise in the nation. That led them to the Corps' Hydroelectric Design Center (HDC).

The new two lane road is being built through Annette Island's densely forested, mountainous terrain and will eventually link the isolated tribal community of Metlakatla to a bay on the north end of the island. In addition to relocating the generation equipment from the powerhouse that lies in the path of the new road, HDC will also design and construct a new powerhouse and relocate 540 meters of the penstock that provides water to the powerhouse. The Corp's work is estimated to cost between \$2 and 3 million and will be staged over several summers due to the short construction season on the island.

Tom Bennett, Design Engineer, Western Federal Lands Highway Division, is extremely pleased with the work HDC is doing. "I couldn't get this level of support anywhere else," Bennett said, "It's a great pleasure to work with HDC and I look forward to continuing the relationship."

The powerhouse is a critical source of electricity for the tribal community and the penstock provides water for the powerhouse as well as water for the community's water treatment

NORTHWESTERN DIVISION'S HYDROELECTRIC DESIGN CENTER (CONTINUED)

plant. HDC is facing up to the project's challenges and constant changes by offering options and alternatives, which Bennett appreciates, "A great deal of flexibility is required, and HDC is willing to accommodate the changes with a 'can do' spirit."

Bennett said that the Corps is his engineering team of choice, "I can't think of a consultant with the type of expertise and flexibility HDC offers."

POC: T. BARRY, CENWD-NP-PA, 503- 808-3710

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SUBMITTALS FOR ENGINEERING APPROVAL

On 18 July 1995, CEMP-E and CECW-E issued a memorandum entitled "Submittals Required by Engineering Divisions in Contract Plans and Specifications." This memorandum discussed the concern with requiring Engineering approval of an excessive number of construction contractor submittals. When preparing specifications, Engineering personnel were encouraged to limit the submittals requiring designer approval to those that were critical to safety, construction execution, and proper operation of the completed project. However, we have observed some instances recently where this guidance was not followed and too many submittals were specified for design approval. Constrained project schedules and budgets can not accommodate the time and cost required for the approval of non-critical submittals. Hence, Chiefs of Engineering should review their specification practices to ensure that only the most essential submittals are designated for design approval. A Construction Bulletin will be issued soon with more specific guidance on this subject.

POC: RAY NAVIDL, PE, CEMP-EC, 202-761-0223

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CUSTOMER OUTREACH, THE ACCOUNT EXECUTIVE

To implement the USACE Vision to "Revolutionize Effectiveness and Seek Growth Opportunities" the Office of Interagency Intergovernmental Support (CECS-I) lead the development of the concept of the "Account Executive" based upon FOA input and principles used in private industry. The Board of Directors subsequently approved the concept and the assignment of an Account Executive to insure each strategic customer is satisfied with our work. The Account Executives provide leadership and management to improve: customer service, communications with our customers and our relationships with other agencies. The Account Executives assigned to date are:

Agriculture, Dept. of
American Battle Monuments
Commission
DC Public School
Education, Dept. of

Carl Enson; Chief CECW-E
Steve Browning; Chief, CEMP-M

Bill Brown, Dep. Director MP
Dwight Beranek; Chief CEMP-E

CUSTOMER OUTREACH, THE ACCOUNT EXECUTIVE (CONTINUED)

Energy, Dept. of	Pat Rivers; Chief, CEMP-R
EPA	Pat Rivers; Chief, CEMP-R
FEMA	Carl Enson; Chief CECW-E
HUD	Dwight Beranek; Chief CEMP-E
Interior, Dept. of	Jim Johnson; Chief CECW-P
Justice, Dept. of	Steve Browning; Chief, CEMP-M
Pentagon Renovation	Steve Browning; Chief, CEMP-M
State Dept. FOB	Dwight Beranek; Chief CEMP-E
Transportation, Dept. of	Charles Hess; Chief, CECW-O

Account Executives assignments for military customers have not been finalized.

The Account Executives' evolving role is shaping corporate strategy. Their direction will identify focus areas for insuring that our customers are satisfied and that USACE remains relevant to the Army and Nation. A USACE team has been assigned to address these issues and to develop a Corporate Outreach Plan. The first of several Corporate Outreach Workshops was held on January 11-13, 1999. The plan will be implemented USACE-wide by December 1999. If you need additional information please contact this office.

POC: DON KISICKI, CHIEF, CECS-I, 202-761-4273

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DAM SAFETY VIDEOS DISTRIBUTED

The Interagency Committee on Dam Safety (ICODS) is continuing to produce their series of educational videotapes by some of the world's foremost dam safety experts. The latest two sets are by Dr. Don U. Deere (*Dam Foundations - Volume I, Geological Features and Investigations; and Dam Foundations - Volume II, Remediation and Assessment*), and Mr. John Lowe, III (*Rapid Drawdown Stability; and Filters and Sinkholes*).

Both tape sets address topics which will be helpful to technical specialists in evaluating designs and performance and to program administrators responsible for critical decision making. Each Division dam safety coordinator has been provided with a limited number of copies of these video sets, and we are working to make more duplicates. Additional copies can be purchased from the Association of State Dam Safety Officials (ASDSO), which is the official distributor for ICODS.

POC: BOB BANK, CECW-EP, 202-761-1660

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INTERAGENCY FORUM ON INFRASTRUCTURE PROTECTION (IFIP)

The latest meeting of the IFIP was held at the Sandia National Lab in Albuquerque, NM on 17-19 November 1998. Approximately twenty representatives of Federal and non-Federal

INTERAGENCY FORUM ON INFRASTRUCTURE PROTECTION (IFIP) (CONTINUED)

organizations attended, including the Corps Provost Marshal (LTC Rick Miller), the Southwestern Division Dam Safety Coordinator (Tommy Schmidt), and the Omaha Protective Design Center's Doug Wehring, and WES' Robert Hall. There was a great deal of discussion on a variety of topics, including a pilot security study of an unnamed dam, and a Methodology for Improving Security of Federal Dams. The IFIP will continue to provide a forum for sharing information and resources, to reduce risks to infrastructure. The next meeting will be held in March at WES.

POC: BOB BANK, CECW-EP, 202-761-1660 OR LTC RICHARD MILLER, CEPM-ZA, 202-761-8725

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FEDERAL ENGINEER OF THE YEAR AWARD AND OTHER RECOGNITION

Each year the National Society of Professional Engineers recognizes the Federal Engineer of the Year at a luncheon during National Engineer Week. On behalf of all the Engineers in the U.S. Army, the Chief of Engineers can nominate one civilian and one military engineer for this award each year.

The 1999 civilian nominee is Mr. George L. Sills, P.E., Geotechnical Specialist, Vicksburg District. As a doctoral candidate at Louisiana State University, Mr. Sills created and published papers on an innovative stabilization technique using stone-filled trenches to reduce costs and speed repairs. On the bluffs at Natchez, Mississippi, some of which exceed heights of 100 feet, Mr. Sills developed an engineering solution combining several techniques including mechanically stabilized walls and soil-nailed walls. This solution has proven both economical and safe, and is projected to reduce project costs by about 30 percent, or about \$9 million. George also services his community by providing significant leadership, service, and mentor roles in ASCE/SAME, United Way, Habitat for Humanity, local sports and church affairs, and college/high school education committees. His other awards include the Commander's Award for Civilian Service, Commander's Award for Community Service, and Mississippi State Alumni, National Distinguished Service Award.

The 1999 military nominee is COL William Conner, P.E., District Commander, New Orleans District. COL Conner's engineering achievements included the direct oversight and personal involvement in revolutionizing the effectiveness of the design of a \$500 million lock project and re-inventing dredging operations on the Mississippi River by pioneering two river management techniques. COL Conner was also directly involved in fighting the 1997 and 1998 major disasters in Louisiana and expanding the district's role as a recognized leader in environmental engineering. He also lead in the administering execution of design and construction contracts for navigation and flood control customers, and establishing formal partnering activities on key or difficult projects during both design and construction.

Headquarters has been notified the Mr. Sills will be recognized as one of the TOP TEN National finalists for the National Federal Engineer of the Year Award. This recognition and the announced of the national winner will be made at a luncheon in Arlington, Virginia, on Thursday, 25 February.

FEDERAL ENGINEER OF THE YEAR AWARD AND OTHER RECOGNITION (CONTINUED)

The request for nominees for the 2000 Federal Engineer of the Year Award will be forwarded to the field in late August or early September of this year. However, it is not too early to start thinking about who is the outstanding engineer in your office. While it would create additional work for us at Headquarters, it would be great to have a nominee for every district and every Army installation for the 2000 Award.

On the local Washington scene, the Washington, DC, Post of the Society of Military Engineers presented their 1998 chapter awards on Thursday, January 21, 1999. Charles Pearre, P.E., from General Engineering Branch, was recognized for Outstanding Contributions to the Engineering Profession for his work on the Corps Dam Safety Program and the National Dam Safety Program Act implementation. COL (Ret.) Robert Burkhardt, P.E., formerly Executive Directive of Civil Works, received the award for Distinguished Service to the Washington, DC, Post.

POC: BRUCE WALLACE, CECW-EP, 202-761-8890

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HYDROLOGIC/HYDRAULIC ENGINEER VACANCY AT FERC

The Federal Energy Regulatory Commission (FERC) has advertised a GS-13/GS-14 Hydrologic/Hydraulic Engineer position in their Washington, DC, office and has requested assistance in advertising the vacancy.

The individual will serve as the Senior hydrologic/hydraulic engineering consultant, advisor, and authoritative source of information on most complex hydrologic/hydraulic engineering matters pertaining to the regulatory responsibilities of the Commission. The individual ensures that projects licensed or exempted from licensing are constructed and operated to achieve the optimum hydrologic/hydraulic safety for the dams. Responsibilities include development of hydrologic and hydraulic engineering criteria that forms Commission policy and regulations to fulfill Dam Safety Program objectives. Also, the individual will develop and provide sound technical guidance and assistance to the Dam Safety Branch, Regional Office, and other OHL staff on all hydrologic/hydraulic matters. The engineer reviews and monitors the Regional Office's evaluations of inspections that independent consultants prepare in compliance with Part 12 of the Commission's Regulations, for adequacy. This review includes the consultant's proposed plans of action for remedial or corrective measures to ensure adequacy of the Part 12 reports and consistency of application of Division guidelines. Dam safety inspections will require the incumbent to occasionally perform hazardous physical activity such as working above ground at high altitudes, hiking in mountainous terrain, and descending in dam galleries and tunnels.

The advertisement closes February 10, 1999. Additional information concerning the position can be obtained at <http://www.ferc.fed.us/public/oedcfo/hrd/vacancy.htm> on the Internet.

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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NATIONAL ENGINEER'S WEEK 1999

The 49th National Engineers Week will be celebrated February 21-27. The Honorary Chair of the event is Earnest W. Deavenport, Chairman & CEO, of the Eastman Chemical Company, headquartered in Kingsport, Tennessee. Eastman Chemical and The American Ceramic Society will co-chair the event. To learn more about the 1999 National Engineers Week Committee and our corporate partners, visit web site <http://www.eweek.org/>.

The 1999 National Engineers Week free volunteer planning kit is available. The kit is for engineers and engineering students who would like to develop and implement a National Engineers Week program in their local area.

For the first time during Engineers Week, the Junior Engineering Technical Society will host the finals of the National Engineering Design Challenge for high school students. The finals will be held February 23 and 24. Check the JETS site [<http://www.asee.org/jets/nedc/nedc.html>] for more details.

Also a first for Engineers Week, the National Academy of Engineering will host on-line discussions with practicing women engineers about the opportunities in the various field of engineering at <http://www.nae.edu/cwe/>. A live on-line discussion will be held on Tuesday, February 23, from 2:00 p.m. - 4:00 p.m. EST.

On February 24, National Technological University will host the live interactive telecast called "Discover Engineering," for students in junior and senior high school. The show will feature engineers and engineering students. More information on this event will be posted later.

NASA will host two telecasts. On February 18, middle and high school students can participate in "ISS: Some Assembly Required," to learn about plans for the International Space Station. You can speak with engineers, astronauts and researchers. On February 25, "ISS: Make it YOUR Business" offers live and interactive dialogue among international experts about commercial research opportunities aboard the ISS.

Check out Breaking Through: The Creative Engineer on this web site. Breaking Through is a national exhibit at the National Building Museum in Washington, D.C. You can also learn about having the exhibit in your town by contacting the Association of Science-Technology Centers. ("Breaking Through" is available to go on the road! Contact Beth Porter at bporter@astc.org.) Check out the exhibit's itinerary to see if it's coming to a town near you. Breaking Through will be at the Detroit Science Center in February.

Materials are available nationwide for the National Engineers Week Future City Competition™. The Future City project teams engineers, teachers and junior high school students to design and build models of future urban centers. Visit the Future City program online.

The National Society of Black Engineers will produce its third special National Engineers Week multicultural issue of The Bridge magazine, for junior and senior high school students. Watch this winter for a new site for sixth through ninth graders.

National Engineers Week 2000 will be celebrated February 20-26, chaired by CH2M HILL and American Consulting Engineers Council.

National Engineers Week 2001 will be recognized February 18-24.

NATIONAL ENGINEER'S WEEK 1999 (CONTINUED)

The long list of activities above should give you some ideals for Engineer Week activities in your District.

The Chief of Engineers has sent a message to all Corps divisions, districts, laboratories, and field operating offices encouraging them to participate in the celebration. The Headquarters celebration of Engineer Week is scheduled on Thursday, 25 February 1999. Students of Paul Laurence Dunbar Senior High School (our partners in education) have been invited to participate in the celebration. Twenty students and one teacher will participate in the event and speak with senior managers of the Civil Works, Military Construction, and Research & Development programs. The students will also have tour to the ongoing Pentagon Renovation Project. HQUSACE has received brochures from the National Society of Professional Engineers Headquarters, which have been forwarded to each field office for planning and celebrating the event.

POC: HARI SINGH, CECW-EG, 202-761-4034

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CIVIL WORKS DIGITAL PROJECT NOTEBOOK

The January issue of the *Engineer Update* contains an article entitled "Find Civil Works Info Fast, Easy on the Web" which discusses the evolution of the Digital Project Notebook from 39 three ring binders to a CD-ROM based GIS and now to a Web-enabled GIS. To get to the Web site, go to the HQUSACE homepage and click on Organizations, Civil Works, and then Projects. Try the GIS version instead of the database version, as it offers a clickable map with many additional GIS based features. The Web Plug-In file to enable your Web browser to interact with the GIS is also at the same location and must be downloaded and executed before you can use the GIS version. A copy of the full *Engineer Update* article is available on the Public Affairs Web site at <http://www.hq.usace.army.mil/cepa/pubs/jan99/story16.htm>.

POC: M.K. MILES, CECW-EP, 202-761-8885

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CIVIL WORKS PRIVATE SECTOR CONTRACTING

The first quarter results for Civil Works Private Sector Contracting look good. Here at Headquarters we are still working on how to best measure our performance in this area. The organizational formula that has been used for the last two years will no longer work in half of the Divisions. This has occurred because of reorganizations to implement the Project Management Regulation (ER 5-1-11).

A study team made up of primarily field representatives has prepared a proposal for going from an organizational based calculation to a product-based calculation. This change will minimize the amount of hand corrections that are currently being made by many districts. Also, the proposed calculation will involve the whole product delivery team in the process; not just the

CIVIL WORKS PRIVATE SECTOR CONTRACTING (CONTINUED)

Planning and Engineering elements. Another benefit of the proposal is increased flexibility in the execution of annual programs. This is achieved by combining the Planning and Engineering targets into a single target; thereby, allowing the districts latitude in programming and execution of contract work. A briefing on the proposal for the Director of Civil Works is currently scheduled for 8 February 1999.

All Divisions have submitted their schedules for FY99 program execution. In total, the amount of contracting scheduled for the year yields a combined programmatic contracting rate of 41%. After the February briefing for the Director, final Division targets will be issued. It is anticipated that no final targets will be increased and that Divisions where the current schedule is less than the current interim targets will see those targets decreased.

Because of excellent performance in FY97 and FY98, the Command Management Review rating standards for Private Sector Contracting have been revised, effective 1 January 1999. This revision acknowledges the fact that the targets were exceeded for both of the last two years. The rating standards are now as follows:

Quarterly – 1st, 2nd, and 3rd Quarters

GREEN: Within 2% (Under Or Over) The Quarterly Estimate

AMBER: Greater Than 2% But Less Than 5% (Under Or Over) The Quarterly Estimate

RED: Greater Than 5% (Under Or Over) The Quarterly Estimate

Year End -

GREEN: Not More Than 2% (Under) The Year-End Goal

RED: Greater Than 2% Under The Year-End Goal

POC: CHARLES PEARRE, CECW-EP, 202-761-4531

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